USC Norris Cancer Hospital

Annual Report and Plan for

COMMUNITY BENEFIT

Fiscal Year 2015

Submitted to:
Office of Statewide Health Planning & Development
Healthcare Information Division
Accounting and Reporting Systems Section
Sacramento, California
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MISSION STATEMENT
We are the USC Norris Cancer Hospital. We strive to be the trusted leader in quality health care that is personalized, compassionate and innovative.

- We stand for empowerment, integrity, respect, collegiality and vitality
- We commit to authenticity
- We commit to excellence in clinical care, teaching and research
You can count on us to be fully present in the delivery of uncompromising health care.

ABOUT USC NORRIS CANCER HOSPITAL
On November 1, 2011 we introduced Keck Medicine of USC – a new name in world-class medicine encompassing Keck Hospital of USC (formerly USC University Hospital), USC Norris Cancer Hospital, USC Verdugo Hills Hospital and 500 renowned faculty physicians from the Keck School of Medicine of USC.

One of only a few facilities in Southern California built exclusively for cancer research and patient care, USC Norris Cancer Hospital is a 60-bed inpatient facility providing acute and critical care. The hospital features a designated bone marrow transplantation unit and a surgical unit with specially trained staff who strive to meet the unique needs of cancer patients and their loved ones. USC Norris Cancer Hospital is affiliated with the USC Norris Comprehensive Cancer Center – a National Cancer Institute-designated comprehensive cancer center. The close affiliation between the Hospital and Cancer Center offers access to the latest breakthroughs in cancer prevention and treatment.

Outpatients are provided with on-site diagnostic testing, chemotherapy, and radiation treatment. USC Norris Cancer Hospital has a radiation oncology department equipped with a CyberKnife and a Varian Trilogy Linear Accelerator, providing the latest state-of-the-art technology, such as stereotactic radiosurgery, intensity modulated radiation therapy and image guided radiation therapy.

Staffed by physicians, who are also faculty at the renowned Keck School of Medicine of the University of Southern California, USC Norris Cancer Hospital offers advanced treatment devoted to cancer treatment and research. Treatment options include surgery, radiation therapy and chemotherapy, and newer approaches to cancer management, such as immunotherapy and gene therapy. In addition to patient care, USC Norris Cancer Hospital is a site for clinical research, supporting patients participating in cutting edge clinical trials. USC Norris Cancer Hospital is also strongly committed to education. As a member of the USC family, it is a teaching hospital, training residents and fellows in graduate medical education.
COMMUNITY HEALTH NEEDS ASSESSMENT

In 2013, USC Norris Cancer Hospital conducted a Community Health Needs Assessment as required by California law (SB 697). The passage of the Patient Protection and Affordable Care Act also requires tax exempt hospitals to conduct Community Health Needs Assessments every three years. This Community Health Needs Assessment was carried out in partnership with Keck Hospital of USC. The complete Community Health Needs Assessment and the sources of data can be accessed at www.keckmedicine.org/community-benefit/.

USC Norris Cancer Hospital is located east of downtown on Los Angeles on USC’s Health Sciences Campus at 1441 Eastlake Avenue, Los Angeles, California 90033. It is located in the Boyle Heights neighborhood of Los Angeles in L.A. County Service Planning Area (SPA) 4. The hospital draws primarily adult patients regionally from Southern California, with a primary service area of Los Angeles County, California. Approximately 70% of the hospital’s patients originate from L.A. County.

**Methodology**

The assessment incorporated components of primary data collection and secondary data analysis that focus on the health and social needs of the service area. Secondary data were collected from a variety of sources to present Los Angeles County demographics, social and economic factors, health access, mortality, birth characteristics, chronic disease, and health behaviors. Targeted interviews were used to gather information and opinions from persons who represented the broad interests of the community served by the hospital. Eighteen interviews were completed. Interviewees included individuals who are leaders and representatives of medically underserved, low-income, minority and chronic disease populations, or regional, State or local health or other departments or agencies that have “current data or other information relevant to the health needs of the community served by the hospital facility.”

**HEALTH NEEDS**

Based on the results of the primary and secondary data collection, health needs were identified. The prioritized health needs to be addressed by the hospital in its Implementation Strategy are:

- Cancer care and treatment
- Disease prevention and health promotion, with a special focus on cancer prevention, healthy eating, physical activity, and overweight/obesity issues
- Health sciences education for minority students
COMMUNITY BENEFIT SERVICES SUMMARY

COMMUNITY HEALTH IMPROVEMENT SERVICES
Activities carried out to improve community health.

Community Health Education
Support group sessions were dedicated to serving those dealing with cancer and their caregivers. Printed educational materials on a variety of cancer prevention and treatment topics were made available to patients, families, community groups and the public, for no charge.

Bladder Cancer Support Group – for male and female patients and their families who are pre- and post-treatment for bladder cancer. Meetings featured a speaker on a relevant topic, or were devoted to open discussion during which members shared information and feelings related to diagnosis and treatment.

Caregiver Support Group – this support group is open to men and women who are caring for loved ones. Our meetings featured current topics related to caregiving for discussion. We provide a safe haven for sharing feelings in a nonjudgmental atmosphere, exploring coping mechanisms and supporting one another.

For Men Only Prostate Cancer Support Group – in addition to the Prostate Cancer Forum, we offered a support group to provide men with prostate cancer the chance to share common concerns and feelings in a smaller, more intimate setting. The group is facilitated by a Licensed Clinical Social Worker.

Look Good Feel Better – this program is presented in cooperation with the American Cancer Society, the Cosmetology Association, and the Cosmetics, Toiletry and Fragrance Association Foundation. It is designed to address the special concerns of women undergoing or who will undergo chemotherapy or radiation therapy and provides information on make-up, skin care, and hair care.

Lung Cancer Education/Support Group – this program is open to individuals and their families who are pre- and post-treatment for lung cancer. Meetings featured a speaker on a relevant topic, or were devoted to open discussion; a time where members can share and listen to information and feelings related to diagnosis and treatment.

All of our support groups are open to the public, free of charge.

Community Education and Outreach
USC Norris Cancer Hospital participated in and hosted a number of community-based education and outreach efforts to raise awareness of cancer and encourage prevention
activities. The hospital provided health education informational materials and hosted education seminars and workshops on a variety of topics open to the public.

Adolescent and Young Adult Program
Cancer is the leading disease related cause of death for individuals ages 15-39. Collaboration among USC Norris Comprehensive Cancer Center, USC Norris Cancer Hospital, Children’s Hospital Los Angeles, and LAC-USC County has developed a multi-disciplinary, collaborative care model that addresses the unique needs of the AYA population in our community.

Community Based Clinical Services
Festival of Books – in collaboration with the schools of Pharmacy, Internal Medicine, Dermatology, Dentistry, and the Sleep Disorder Center, Keck Medicine of USC supported the Health Pavilion at the 2015 Los Angeles Times Festival of Books, attracting tens of thousands of guests for a weekend of screenings and health-related activities. Attendees received screenings for: blood sugar, BMI, skin cancer, blood pressure, oral health and sleep related disorders. Additionally, Keck Medicine of USC supported outreach and education on insurance enrollment through Covered California.

LA Marathon – the hospitals and doctors of USC provided medical support and supplies for the runners in the LA Marathon. A mobile hospital equipped to perform emergency surgery was available at the finish line to enhance the medical services provided. Over 500 runners were treated, mostly for minor issues.

Festival of Life – the annual Festival of Life celebration was hosted by USC Norris Cancer Hospital. The Festival is a celebration held for cancer survivors and their families and is open to the public. We had over 800 participants. The Festival included inspirational speakers, testimonials and other events.

Health Care Support Services
- CancerHelp is a computer-based cancer education program from the National Cancer Institute. This program was available to patients, staff and the public.
- The Patient Education and Community Outreach Center (PEOC) and Jennifer Diamond Cancer Resource Library is a state-of-the-art facility with print and electronic cancer education and resource materials devoted to patients, their families and community members seeking information on cancer. The center also provides outreach activities and conducts informational programs relevant to the communities it serves.
- The Image Enhancement Center assists with appearance and body image issues as a result of cancer treatment. Services are open to the community and include
mastectomy prosthesis fittings. The Center engages a full-time Mastectomy Fitter.

- Taxi vouchers were made available to patients and families for whom accessing transportation is a barrier to accessing care.
- Keck Medicine of USC provided access to an electronic health library available to the public on its website. The site provides information on health conditions, wellness and prevention.

**HEALTH PROFESSIONS EDUCATION**

*Educational programs for physicians and medical students, nurses and nursing students, and other health care professionals and students.*

**Graduate Medical Education**
The USC Hospitals are clinical settings for Interns, Residents and Fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine directs a broad range of accredited residency and fellowship training programs.

**Nursing Education**
Nursing students from California State University Los Angeles, UCLA, Mount St. Mary’s College, California State University Dominguez Hills, University of California San Francisco, West Coast University, Glendale Community College and Azusa Pacific University were precepted by the nursing staff.

**Other Health Professions Education**
- Speech Therapists and Occupational Therapists obtained precepted internships.
- 38 USC Pharmacy students were assigned pharmacist preceptors. Pharmacy Residents received onsite training.
- 5 graduate level social workers received student precepting.

**Continuing Education**
The hospital hosted a number of education events made available to health providers throughout the USC Keck School of Medicine, hospital staff and the provider community.

**RESEARCH**

*Clinical and community health research, and studies on health care delivery that are generalizable, shared with the public and funded by the government or a tax-exempt entity; does not include the costs of proprietary research.*
Clinical trials take place at the USC Health Sciences Campus. Administration and oversight are provided for research studies that involve hospital patients and facilities.

**CASH AND IN-KIND DONATIONS**

*Funds and in-kind services donated to community groups and other nonprofit organizations.*

**Community Grants**
The Community Grants and Sponsorship program is a key initiative of the Keck Medicine of USC community benefit program and supports our goal to address the unmet health needs of our community. To implement our community benefit plan, Keck Medicine of USC has chosen to partner with community nonprofit groups and affiliated USC organizations whose programs align with the strategic priorities identified in our hospitals’ Community Health Needs Assessment. Grants were provided to:

<table>
<thead>
<tr>
<th>Agency</th>
<th>Focus of grant</th>
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<tbody>
<tr>
<td>Clinica Monsignor Oscar Romero</td>
<td>Access to care</td>
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<tr>
<td>De Los Rios Amigos</td>
<td>Health and wellness</td>
</tr>
<tr>
<td>Great Minds in STEM</td>
<td>High school support, minority education, workforce development</td>
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<tr>
<td>MAOF</td>
<td>Get Up! Get Moving!</td>
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<tr>
<td>Proyecto Pastoral at Dolores Mission</td>
<td>Disease prevention and health promotion</td>
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<tr>
<td>Union De Vecinos</td>
<td>Healthy Alleys Project, built environment</td>
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<tr>
<td>USC Good Neighbors program</td>
<td>Prevention and wellness</td>
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<tr>
<td>Weingart East Los Angeles YMCA</td>
<td>Stair Climb for LA, health and wellness</td>
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</tbody>
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**Cash Contributions and Sponsorships**
Contributions to nonprofit community organizations were made to:

- **Dorr Institute for Arthritis: Operation Walk**
  Operation Walk is a volunteer medical services organization founded and run by Keck Medicine of USC’s Dr. Lawrence Dorr. The nonprofit is dedicated to providing life improving care for arthritis and other debilitating bone and joint conditions for individuals who do not have health insurance. In its third year, the hospital hosted Dr. Dorr’s team by providing operating rooms, medical supplies and staff to perform orthopedic surgery on uninsured Los Angeles County individuals.

  Through the Operation Walk organization, the hospital also hosted a team of nurses and technicians to assist with joint surgeries for the medically needy in Nicaragua and Cuba. They provided 118 surgeries.
• Proyecto Pastoral Women’s Conference
  Presentations were focused on health care, nutrition and fitness, self-esteem, and wellness. Local health and social service agencies were in attendance to provide information and resources.

• USC Norris Comprehensive Cancer Center
  Support of the USC Norris Comprehensive Cancer Center provided cancer research, treatment, prevention and education.

• Additional Support to Community Partners
  The hospitals provide in-kind donations of meeting space and parking validations for a number of nonprofit organizations and community groups. Contributions were made to additional nonprofit organizations, charity events and event sponsorships.

  Staff and Volunteer Leadership
  The staff at Keck Hospital of USC engages with a number of organizations, dedicating time to support efforts to improve the health and wellness of vulnerable populations in local communities.

  • Promesa Boyle Heights: Building Success, Together
    Promesa Boyle Heights has galvanized parents, youth, educators, local organizations and key stakeholders to achieve a common vision: To ensure all children in our zone have access to effective schools and strong systems of family and community supports to prepare them to succeed in school and become dynamic and engaged citizens of the 21st Century.

  • STEP – Success Through Education Program
    Provides economically disadvantaged students in East and South LA with the opportunity to receive a quality, value-based education by granting them scholarships. The hospital is represented on the Board of Directors.

  • Weingart East Los Angeles YMCA
    The Weingart East Los Angeles YMCA has a number of programs that promote youth development, healthy living and social responsibility. The hospital is represented on the YMCA’s Board of Directors.
COMMUNITY BUILDING ACTIVITIES

Activities that support community assets by offering the expertise and resources of the Hospital.

Student Education: Internships and Mentoring, Workforce Development
Keck Medicine of USC continued its efforts to engage students from local Los Angeles schools that typically enroll underserved students. Students from the Bravo Medical Magnet High School participated in a job shadowing and mentoring program. Each semester, three classes of students spend 7.5 hours a week working with staff in a variety of roles and departments.

Established in 1970, USC’s Med-COR Program, which stands for Medical Counseling Organizing and Recruiting, works with high school students of color to help prepare them for careers in the health professions. Students are provided structured academic enrichment in the areas of mathematics, science, and English as well as academic counseling, SAT assistance, and summer internships at local hospitals. The program serves students from four local schools: Francisco Bravo Medical Magnet High School, King-Drew Medical Magnet High School, Orthopaedic Hospital Medical Magnet High School and Van Nuys High School.

A high school immersion program engaged 60 local students in a series of lectures about health care. The students heard from hospital staff and toured the hospital. They viewed a surgery and got to see the behind the scenes work of a number of departments, including the laboratory and pharmacy.

Each year, the hospitals also host a Minority Outreach Enrichment day, whereby approximately a dozen directors of non-clinical fields at the hospitals shared their career paths and daily job duties with 35 high school and college students, offering mentorship and internships. Additionally, hospital leaders participated in a number of health care career awareness events to increase interest among minority and low-income youth.
**FINANCIAL SUMMARY OF COMMUNITY BENEFIT**

USC Norris Cancer Hospital, Keck Hospital of USC and USC Verdugo Hills Hospital community benefit funding for FY15 (July 2014 – June 2015) are reported as a combined entity and summarized in the table below.

<table>
<thead>
<tr>
<th>Community Benefit Categories</th>
<th>Net Benefit</th>
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<tbody>
<tr>
<td>Charity Care Financial Assistance(^1)</td>
<td>$4,536,136</td>
</tr>
<tr>
<td>Unpaid Costs of Medi-Cal and Other Means Tested Government Programs(^2)</td>
<td>$56,541,423</td>
</tr>
<tr>
<td>Health Professions Education and Research(^3)</td>
<td>$20,504,667</td>
</tr>
<tr>
<td>Other for the Broader Community(^4)</td>
<td>$1,878,496</td>
</tr>
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**TOTAL COMMUNITY BENEFIT PROVIDED**

Excluding Unpaid Costs of Medicare: $83,460,722

Unpaid Costs of Medicare: $68,530,777

**TOTAL COMMUNITY BENEFIT PROVIDED**

Including Unpaid Costs of Medicare: $151,991,499

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\(^1\) Charity Care - Includes traditional charity care/financial assistance write off to eligible patients at reduced or no cost based upon the individual patient's financial situation.

\(^2\) Unpaid costs of public programs include the difference between costs to provide a service and the rate at which costs are determined based on the overall cost to charge ratio. This total includes the Hospital Provider Fees (HPF) paid to the State of California.

\(^3\) Costs related to health professions education programs, including graduate medical education and clinical training for students, and research that the hospital supports.

\(^4\) Includes non-billed activities, such as community education, screenings, support groups and health support services; community benefit operations; and grants and in-kind donations to support community health.
COMMUNITY BENEFIT PLAN FOR FY 2016

In FY13, USC Norris Cancer Hospital in conjunction with Keck Hospital of USC completed a Community Health Needs Assessment and identified priority health needs: access to care; chronic disease management; disease prevention and health promotion, with a focus on prevention, healthy eating, physical activity, and overweight/obesity issues; and health sciences education for minority students. As required by federal IRS guidelines, an Implementation Strategy was developed to address the priority health needs. This plan spans the time period 2014-2016. For FY16, the hospitals plan to continue to meet the identified priority health needs through a commitment of resources with the following programs and services.

Education and Outreach
USC Norris Cancer Hospital will offer a structured program of health education and outreach to the greater Los Angeles community. We will provide health education and support groups that focus on a variety of topics related to health and wellness, chronic disease management, transplantation, healthy eating, and physical activity. In collaboration with the University of Southern California, Keck Medicine of USC will continue to support the Health Pavilion at the annual Los Angeles Times Festival of Books. Festival of Books attracts tens of thousands of guests for a weekend of screenings and health-related activities. In addition, we will sponsor education opportunities available to health care professionals to prevent disease and improve the provision of clinical care.

Community Support
The hospital will continue its support of the USC Good Neighbors program. This program was created to enhance the quality of life in the neighborhoods surrounding the University Park and Health Sciences campuses through mutually beneficial university-community partnerships. Funded programs include sponsoring community based health fairs, prevention and wellness services for underserved residents in the local community who are at high risk for diabetes and conditions associated with physical inactivity, and the neighborhood academic initiative, a comprehensive college preparation program for low-income middle and high school students.

Access to Care
Keck Hospital of USC continues its emphasis on access to care through partnerships with area health providers. Keck Medicine of USC continues to provide access to specialty care for the medically indigent. One such program that we will support is Operation Walk. Operation Walk is a volunteer medical services organization founded and run by Keck Medicine of USC’s Dr. Lawrence Dorr. The nonprofit is dedicated to
providing life improving care for arthritis and other debilitating bone and joint conditions for individuals who do not have health insurance. The hospital provides operating rooms, medical supplies and staff to assist Dr. Dorr’s team perform hip and knee replacements at no cost to the uninsured.

Minority Health Education
A University-wide priority that impacts the work of the hospital is a commitment to minority education in the health sciences. To support this priority need, the hospital continues its job shadowing and mentoring program in collaboration with Bravo Medical Magnet High School. Located next to the USC Health Sciences campus, Bravo High School places an emphasis on science, math, and language skills as they relate to the science and medical fields.

USC Norris Cancer Hospital also continues support to the Med-COR program. Established in 1970, USC’s Med-COR Program has offered academic enrichment programs aimed at increasing the pool of high school students of color who are committed to pursuing careers in the health professions. Students are provided structured academic enrichment in the areas of mathematics, science, and English as well as academic counseling, SAT assistance, and summer internships at local hospitals. The hospital hosts a Minority Outreach Enrichment day, whereby directors of non-clinical fields at the hospital share their career paths and daily job duties with students, offering mentorship and internships.

Plan Effectiveness
In partnership with Keck Medicine of USC, Norris Cancer Hospital convenes a Community Benefit Advisory Committee (CBAC) that annually reviews the plan and its effectiveness. The CBAC is comprised of hospital and community representatives. It is through the CBAC that we solicit community views on the hospital community benefit plan. The Advisory Committee reports to the Governing Board on community benefit efforts and program effectiveness.

Community Health Needs Assessment
USC Norris Cancer Hospital will work in partnership with Keck Hospital of USC to complete its state and federally mandated Community Health Needs Assessment (CHNA). The CHNA is underway and will be presented to the Governing Board for approval in June 2016.